FACILITATOR

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National Association of CHURCH FACILITIES MANAGERS

September 2014

PRESIDENT'S MESSAGE

RICK BURDON, NACFM PRESIDENT

It was a typical Sunday morning, and then there was a problem!

So, I show up to work on Sunday, August 10th around 6 a.m. and go about my normal business of preparing and checking the building prior to our Sunday services. It seems like another typical Sunday where all is going according to plan – until I get a text that says the building doesn't have any water. So much for my plan!

I need to back up for a moment. Here in Texas we have thousands of miles of buried oil and gas lines. On our church property alone there are two easements and five buried lines. My church, Faithbridge, currently has an agreement with a pipeline company to install another line that crosses the front of the property. A very important point in our agreement was that absolutely no work would be permitted on Sundays; none at all, period.

Well, you guessed it: On a recent Sunday, pipeline workers showed up at our church. I immediately reminded them that no work was allowed on Sundays, and was firmly told that our agreement had been "renegotiated" and Sunday work had been approved. The crew said they would only be running a couple of pickup trucks on the easement and it would not interfere with Sunday operations.

And, (of course!), about 30 minutes later I received word that there was no water in the building. I'd like to say that I went to my knees and asked for the Lord's guidance, but I didn't. The good old secular Rick took over.

I made a beeline to the easement site and immediately was impressed with the water show; thousands of gallons of water erupting from the ground into the air! At this point it became clear that this was going to be a challenging Sunday indeed!

I immediately went into emergency communication mode. We shortened the set of worship songs and gently requested that the sermon be tightened up. Signs were posted inside and outside of restrooms. Thankfully, our smallest children are in portable buildings which have residential-style toilets. By using five gallon drinking water bottles to fill tanks, the little ones stayed comfortable. This particular process required me to speed home with empty water bottles and fill up from our garden hose.

To top off the morning, there was a large congregational meeting scheduled immediately after the second service complete with catered box lunches. Of course, the meeting was cancelled. We asked the folks to take their lunches and deliver the meals to someone in need as they headed home. At least out of the crisis we were able to reach out to others in the community.

The water was restored that afternoon and all was well by the 5 p.m. service. As I look back on that day, I am reminded of Isaiah 55: 8-11…

> ***"For my thoughts are not your thoughts, neither are your ways my ways," declares the Lord. "As the heavens are higher than the earth, so are my ways higher than your ways and my thoughts than your thoughts. As the rain and the snow come down from heaven, and do not return to it without watering the earth and making it bud and flourish, so that it yields seed for the sower and bread for the eater, so is my word that goes out from my mouth: It will not return to me empty, but will accomplish what I desire and achieve the purpose for which I sent it."***

Obviously, my plan for that Sunday was not realized the way I'd expected. I'm not sure God really wanted us to have a water emergency, but, some people in need ended up getting lunch and some kind words. "All things work together for God's good purpose."

Unexpected challenges meet all of us daily. Bottom line, we all need to trust God and seek His wisdom first in all circumstances. And that trusting is also proven out when a team works together to serve others and honor the Lord; even if it involves using water jugs to flush toilets in a preschool classroom!

Bless you all,

Regular Inspections, Testing Delivers Long-Term Reliability for Door Locks, Hardware

By Thomas A. Westerkamp

The process of specifying and installing door hardware — from hinges and closers to locks and handles — is only part of the task of upgrading a facility's safety and security systems. Maintenance and engineering managers also must ensure door openings and hardware comply with regulatory, functional, security, budgetary, and maintenance requirements without sacrificing appearance. To achieve this goal, managers must plan for post-installation requirements of the upgraded door hardware components. After a closer examination of these considerations — including inspection, testing and maintenance — managers will be in a better position to deliver projects that meet the entire range of the project's goals.

Thinking Long-Term – Though much of the focus on door hardware upgrades involves first-cost considerations, managers whose departments are responsible for the longer-term performance of the components must consider a range of additional issues.

Regulations – To provide smooth, trouble-free operation for a long time, door-hardware components need to meet manufacturing standards referred to by the specifier. They also need to meet local, state and federal codes. For example, upgrading to electronic access control (EAC) door locks requires that they meet mechanical codes, but the hardware also must meet regulations from the Federal Communications Commission that establish frequency ranges in order to ensure non-interference due to random electronic signals. Managers can find detailed specifications in ANSI A156.

Function – Depending on the application, locks must meet the codes defining durability and cycles to failure based on standard tests. A classification of Class 1 means the component offers the most cycles to breakdown. Class 2 is less durable, and Class 3 is the least durable. The best way to ensure long life-cycle functionally is to install the appropriate classification for each application. For example, if a project substitutes a Class 3 door handle and latch — rated for 200,000 cycles —for a Class 2 door handle — rated for 400,000 cycles — and latch, the results are likely to be a shorter performance life for the replacement, a broken latch, and occupants unable to exit a door because the broken handle would not operate the latch.

Security – The situation described above could also include safety and security issues if a failure occurs when occupants are trying to exit in an emergency, only to find the door does not open because the handle is broken. What makes this situation dangerous is that it happens suddenly. One cycle, the handle works; the next cycle, without warning, it doesn't because the latch has broken away from the handle mechanism. Door closers also can present a security issue if they get out of adjustment and do not close the door with enough force to latch it, preventing the lock from doing its job. Also, if a door becomes misaligned due to heavy use and the latch does not seat in the strike, this also can prevent locking. Substituting Class 3 hardware for Class 2 door hardware also can cause problems by making it easier to force the lock due to the lower torque specification of the Class 3 hardware.

Budgets – A life-cycle cost approach is the best way to evaluate choices when budgeting for doors and door hardware. Class 3 hardware is less expensive than the Class 2 or Class 1 components, but it also is less durable and will fail sooner. If managers take a life-cycle approach and refer to cycle tests when making a specification decision, they will specify more robust hardware when appropriate, rather than a solution with the lowest first cost.

Maintenance – Material cost is one element of the equation for evaluating maintenance for door hardware upgrades. The other elements are labor and overhead — supervision. The least durable solution will cost more in labor and supervision to keep it operational than the more durable solution. Also, timely preventive maintenance is much more cost-effective than having to replace hardware after major damage, a security breach, or a code violation.

Thomas A. Westerkamp is a maintenance and engineering management consultant and president of the work management division of Westerkamp Group LLC.

FACILITATING Inspiration

Dear friends, do not be surprised at the fiery ordeal that has come on you to test you, as though something strange were happening to you. But rejoice inasmuch as you participate in the sufferings of Christ, so that you may be overjoyed when his glory is revealed.

– 1 Peter 4:12-13 (NIV)

October 5-10, 2014
Amarillo, Texas

2014 NACFM Fall Certification & Mission Trip

Fall Certification Program

Finally decided to get your Certified Church Facilities Manager designation? Come to Amarillo this fall and take part in the CCFM training. For more information on the Fall Certification Program and registration, **click here**.

NACFM Mission Trip

Here's your chance to serve people and serve the Kingdom! Come join other NACFM members on this Texas mission trip to build and repair camp facilities. It will be a great time of fellowship, service and work as you give to others.

Project: Camp Restoration
Cost: $100.00
Lodging: Free! (Bring sheets/ sleeping bag & towels)
Meals: Breakfast & lunch provided, buy your own dinner each evening
Travel: Arrive Sunday, October 5th, 1:00pm-3:00pm (if possible) Depart Friday, October 10th, 12:00pm-2:00pm

For more information on the Mission Trip, contact Jon Owens at 912-531-1452 or jon@fbc-statesboro.org. Register for the mission trip by **clicking here** and scrolling to "CHECK PAYMENT (Mission trip only)."

Understand the Variables, Pick the Right Floor

By Lew Migliore

A flooring project never comes at a good time. When it's part of a major renovation, facility managers will have other major projects competing for time and attention. Even if that isn't the case, there are always reports to be completed, other projects to be managed and day-to-day crises to be resolved. Either way, important parts of the flooring project can get shortchanged if the facility manager doesn't carve out the time to be involved. And the later in the process that the facility manager gets involved, the bigger the risk of long-term problems.

"It's essential for the facility manager to play an active role from day one, when floor covering products are being selected."

It's essential for the facility manager to play an active role from day one, when floor covering products are being selected. No one knows the building or space better than the people who manage the facility on a day-to-day basis. They understand how it is used, they know the highest traffic areas, and they are familiar with the methods and challenges of maintaining the flooring. What's more, they're the ones who feel the pain when the flooring doesn't live up to expectations, whether because it wears out or because it prematurely "uglies out."

The vast majority of facility managers are in charge of multiple buildings, even scores of locations covering several million square feet in the case of major corporations, retail chains or educational facilities. So, how is it that a facility manager is supposed to know all they should about the floor covering in each space and how can they feel comfortable selecting new floor covering? Paying attention to these five points can simplify the job.

1. FOOT TRAFFIC

The first step is to know how the product will be used. All foot traffic can be categorized as light, moderate, heavy or extra heavy. Light traffic might be an executive office, moderate could be work stations, heavy would be break rooms, waiting areas or main hallways, and extra heavy being cafeterias, service areas, entry ways and even elevators. Also consider how close the area is to outside foot traffic and the elements. In doorways or entry areas from the street, some type of walk-off system or mat must be used to minimize the track-off of soil into a building.

The heavier and more abusive the traffic load, the higher performance the flooring product must have. This does not necessarily mean more expensive. For example, a high traffic-load area might better be served by a hard surface flooring material rather than carpet. If carpet is used, then it should be very dense and in colors that will hide soil. In fact, carpet tiles would be the best choice because they could be replaced more often and easily. Carpet tiles are actually the most highly engineered of any carpet product and, if specified correctly, can be the best value in soft floor covering.

2. EXPERIENCE AND HOMEWORK

Is the product being considered for use capable of delivering the performance and longevity expected, regardless of what it is? Personal experience will and should help answer this question. But with more new, better and different flooring materials and technology entering the market, some research is also necessary.

The greening of flooring materials may present some challenges, for example, because not all flooring products are as green as they may claim to be. The best way to be green is to make sure the right product gets used, installed correctly, and maintained properly so that it stays on the floor

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Understand the Variables, Pick the Right Floor continued

for as long as possible. Prematurely replacing floor covering is environmentally irresponsible and wasteful on many fronts. Flooring reps can provide information, but remember these are sales people not technical people. Designers may be helpful but their job is to design the space aesthetically, not always practically.

3. COLOR AND GLOSS

Light colors show soil and traffic more than dark colors. Dark colors will show dust and lint. Medium colors will work best but again the traffic load comes into consideration. But even a solid medium color can still show soil. So the best thing to do may be to incorporate a pattern and, with carpet, some texturing.

With hard surface and resilient flooring, be aware of how it is going to be used. The more gloss put on a vinyl floor, the more imperfections of the substrate and also the adhesives beneath the material will show.

Wood is beautiful, but in many respects it is still a tree on the floor. It will expand and contract when subjected to changes in temperature and humidity in a space. It will dent with traffic, especially if walked on with spike high heels. So if the occupants subject wood to everyday and typical use that the product has no chance of performing in, it's in trouble.

Wood is a game-changer. Although wood can't be wet mopped and it scratches and dents, the right product can age gracefully. Just understand that it develops "character" with use and age and be comfortable with its appearance. Never expect wood not to change in appearance and reflect the type of use it receives.

4. INSTALLATION

The quality of installation is as important as the flooring material itself. When using sheet vinyl products, it is imperative that the substrate be tested for moisture vapor emission. Installation failures due to moisture are at epidemic levels and can cost five to 10 times the cost of the original installation to correct, not to mention down time and business interruption. Always make sure the substrate gets tested regardless of the circumstances; testing should never be considered an optional step. Given that sheet vinyl is widely used in hospitals, other health care facilities and schools, it is especially important for facility managers responsible for such facilities to ensure that moisture testing is done.

The space in which the flooring material is to be installed, regardless of the material, must have the HVAC system operating as it would be if the building were occupied. This is particularly critical for wood flooring of any kind to avoid changes such as cupping, doming, cracks and gaps. A rule of thumb is that if it's comfortable for humans it's comfortable for the flooring.

After the substrate and ambient conditions have been deemed appropriate for the flooring material, it's time to find the right people to install it. Qualify them by asking questions. There's nothing wrong with asking the installation firm to provide proof they can do the job and have experience. If they balk at this suggestion, don't use them. Make them provide their certification, demand a minimum of years in the trade and ask them to provide a list of similar jobs. If they are true commercial installation professionals this will be an easy task and they'll be happy to comply. Also, look to groups like Starnet, ReSource and CFI (Certified Flooring Installers) and installers trained and certified by INSTALL to be the cream of the crop. Another step is to ask the manufacturer for references — installation firms they know and trust.

Facility managers should always make sure to check the installation firm themselves. This will help avoid a multitude of problems and help ensure the right product, in the right place, installed by people who know what they're doing and will guarantee the work.

5. MAINTENANCE

Anything installed has to be maintained. That's one reason to make sure the right product is installed in the right place. Any flooring material that retains its appearance will protect the investment and keep the maintenance budget in line.

All types of flooring have to be maintained. This means establishing a program that includes — depending on the flooring material — vacuuming, mopping, sweeping, dusting, spot cleaning, interim leaning and overall cleaning.

One common problem is dust, which will accumulate on the floor daily. Carpet will hide this type of soil but hard surface floors will magnify it. There is a difference in maintenance costs so this will also have to be considered.

One other thing to keep in mind is protecting the entrances to the facility. This is where all the soil and grit will come from. Without good entry-area protection, soil of all kinds will be tracked into the space and compromise the appearance and integrity of the flooring materials. The least expensive part of the equation, the entry-area protection, can prevent major problems with the flooring. Nothing says that the owner doesn't care like dirty flooring, and dark spots and spills say that best. But if it's clear that the owner and facility manager care about the flooring, then tenants and occupants will care as well.

Lewis Migliore is president of LGM and Associates, which offers technical flooring services. Contact him at lgmtcs@optilink.us.

Why should your religious or educational institution establish and maintain a Replacement Reserve Fund?

One of the primary business duties of any non-profit organization is to maintain and preserve the property's value by maintaining an aesthetic and functional standard. "A Replacement Reserve Fund has a tremendous impact on a facility's future, regardless of age, size, or architectural type."*

1. **Fulfill the ethical standards of financial stewardship for the facility.** The leadership has the obligation to maintain the facility in a manner that ensures the long-term generational transfer of the facility and its components. The systematic establishment of Reserve Funds can help in meeting this obligation.

2. **A Reserve Fund provides for the planned replacement of major common items.** Members expect their facility to fulfill its obligations to replace worn or obsolete items. This allows for the aesthetic and functional qualities of the facility to be maintained.

3. **Ensure the financial health of the facility.** Anticipating the financial needs of your facility allows for the allocation of proper replacement funding early in the life of the facility and facility's components.

4. **The institution's governing authority may recommend a Reserve Study.** In some cases the governing authority may encourage or recommend performing a Reserve Study for each of their facilities.

5. **Long-term financial forecasting for the replacement of capital assets** allows for the strategic planning of donation and funding drives, and reduces the need to find emergency funds by donation, loans, or other means.

6. **Reduce the burden and pressure on your biggest contributors.** As we all know, some are able to give more than others. And those who do give often give even more when asked. Planning for the replacement of capital assets allows the funds to be allocated within the annual budget, and reduces the need to 'hit up' those who already give the most.

** A paraphrased excerpted from the Community Association Institute's Guide for Association Practitioners #24.*

Welcome New NACFM Members

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